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4 January 1951

MEMORANDUM FOR RECORD

SUBJECT: Reorganization of ONE.

On 15 December 1950 the members of the Estimates Staff of ONE [] met to discuss the relationship of their work to the work of the Board of Estimates and ONE as a whole. I was delegated to approach [] with a suggestion that a representative of this group attend morning Board meetings with a view to gearing the work of the individual estimators more closely into the work of the whole Office.

On 18 December 1950 I drafted a memorandum for [] pointing out that ONE should either accept or divest itself of responsibility for current intelligence reporting as distinct from responsibility for keeping abreast of current information in order to write or revise estimates. In this memorandum I suggested that, if ONE were relieved of responsibility for current intelligence reporting, it would make sense to bring the regional specialists into the Estimates Staff and orient them toward contributing to estimates rather than simply following current traffic.

I talked to [] on 19 December 1950 about the request of the Estimates Staff for representation at the morning Board meetings and about my memorandum on current intelligence. The conversation developed into a discussion of the desirability of organizing the Estimates Staff and the regional specialists into one Staff under a chief responsible directly to the Board of Estimates. I recommended that [] be designated Chief if this scheme were accepted.

I discussed the ideas presented to [] Mr. Montague, [] and Mr. Kent on the afternoon of 19 December. On the morning of 20 December 1950 I was called in to [] office in the presence of the entire Board of Estimates as of that date (Montague, [] explained that the Board had discussed and accepted in principle the need for a "general manager" to supervise the preparation of estimates for the Board by task forces composed of general estimators and the regional specialists. He added that his objective was to take the managerial responsibility off the individual members of the Board and for that reason he was unwilling to designate Mr. [] or any other Board member as "general manager" or Chief

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of the Estimates Staff. He then said the Board had unanimously agreed that I should be given the job, and he asked me to draw up a detailed recommendation with respect to organization of functions.

After discussions with R. J. Smith, [] I submitted a memorandum to Dr. Langer on 22 December 1950 presenting a draft plan for the reorganization of ONE. The plan was drafted for the most part by []

I was invited to attend a morning Board meeting on 26 December 1950 in which the Board members, plus R. J. Smith and [] discussed my draft plan for reorganization. The plan was accepted in principle with Smith alone dissenting. The desirability of appointing a Board member rather than me to the job of Chief of the new Estimates Staff was discussed but not settled at this meeting.

The discussion was resumed at a special meeting of the Board, plus R. J. Smith and [] on 28 December 1950. The possibility of designating Mr. Kent as chief of the Estimates Staff, either permanently or for a temporary period prior to turning the job over to me, was discussed at some length. [] decided to reorganize the Office as I had suggested and to designate me as Chief of the newly constituted Estimates Staff. I stated privately to [] after this meeting that I wished to consider this plan and my appointment both on a 90-day trial basis, at the end of which I could exercise an option of returning to my former duties and [] could exercise an option of again reorganizing the Staff.

[] convened a meeting of the professional members of the Estimates Staff and the Regional Analysts Branch of the Support Staff, informed them that they would be reconstituted the new Estimates Staff in accordance with the reorganization plan I had proposed, and designated me Chief of the Estimates Staff effective at once.

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